



AIR FORCE BASE CONVERSION AGENCY CONVERSION CONNECTION

Vol. 03•Issue 02•May - June 1998

Awards, news, & farewells at the Bolger Center

by M.J. Jadick
Office of External Affairs

Farewells, awards and an unexpected announcement were the fare of the day at the Second Annual Air Force Base Conversion Agency Awards Luncheon held at the Bolger Center in Potomac, Md. in April.

After formal introductions were made, the event's keynote speaker, the Honorable Rodney A. Coleman, assistant secretary of the Air Force for Manpower, Installations, Reserve Affairs, and Environment, bid a fond farewell to the men and women of the agency.

Mr. Coleman expressed his gratitude for all the support he received during his four year tenure. "This has always been a team effort. As you well know there is no "I" in the word team," said Mr. Coleman. "It's been an honor and a privilege to be a part of this team."

Mr. Coleman has returned to the private sector. On June 1, he became the executive vice president for public affairs and corporate planning with ICF Kaiser.

Following Mr. Coleman's remarks, AFBCA's "best of the best" were recognized for their outstanding contributions to the mission of the agency.

Taking top honors at the AFBCA Annual Awards included Mr. Timothy Breechen, the BEC at Reese AFB, Texas, in the GS-13/14 category; Mrs. Ellen-Jo Valade, contracting officer at

Richard Gebaur AFM Mo., in the GS-9/12 category; and Mrs. Sandy Larimore, the External Affairs secretary at the AFBCA Arlington, Va., office in the GS-5/8 category.

Mrs. Cathy Jerrard, an environmental engineer from Griffiss AFB, N.Y. received the Alan K. Olsen Award. (*For more on the award winners, see pages 3-6.*)

Mr. Coleman announced his selection of Mr. Lowas as the new director of the agency, and for the senior executive service. The surprise announcement was shared while people feasted on a delightful dessert.

What made the moment especially touching for all who witnessed it, was when Mr. Jimmy Dishner, the deputy assistant secretary of the Air Force for installations, had Mr. Lowas's wife Rosemary, standing by on a cell phone, so that she could be a part of the surprise.

With a tear in his eye, Mr. Lowas stated that he couldn't think of a nicer way to learn of his promotion, than to be with the men and women who had made it possible, except to have Rosemary present.

"And Mr. Dishner even took care of that, so this is really perfect."

Mr. Albert F. Lowas, Jr., chosen as agency's new director

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Deputy Assistant Secretary of the Air Force for Installations, Mr. Jimmy Dishner (right), provides the oath of office for the senior executive service to Mr. Albert F. Lowas, Jr.

At the height of the Cold War, a newly commissioned Air Force second lieutenant named Albert F. Lowas, Jr., left Rutgers University in New Jersey to serve his country at one of the country's premier, and remote, bomber installations – Loring Air Force Base, Maine. As a civil engineer officer, he was responsible for the design and construction management of numerous facility repair and improvement projects for the operation of the air base.

Today, 26 years later, Mr. Albert F. Lowas, continues to serve his country, including a different mission for Loring AFB, as the newly appointed director of the Air Force Base Conversion Agency. The appointment, which includes a

DIRECTOR'S MESSAGE

AFBCA employees: The reason we are the leaders in DoD

by Mr. Albert F. Lowas, Jr.
Director

Our base conversion mission is unique and multifaceted. The Air Force leadership count on us to effectively transition the closed Air Force bases from military to civilian reuse, and the communities look to us for guidance and assistance while they rebuild their economies. All depend on us to do this in concert with strong leadership and stewardship of a multi-billion dollar environmental program.

This mission permits — no, it demands— that we think outside the proverbial “box.” It takes a group of dedicated professionals, from all walks of life, to complete this mission and to complete it right.

Fortunately, we have just such a group. The people of the Air Force Base Conversion Agency are the type who took Mr. Coleman’s words to heart and “stretched the envelope” to deliver good government. The Honorable Rodney A. Coleman is the former Assistant Secretary of the Air Force for Manpower, Installations, Reserve Affairs and Environment.

As a result, the Air Force continues to lead the Department of Defense in the amount of BRAC property in reuse, new jobs at closed bases, economic development conveyances, long term leases, and percentage of property environmentally ready for reuse.

This spring we recognized the “best of the best,” at our second annual awards luncheon. As I stood beside our leadership, handing out plaques and certificates, I was filled with an overwhelming sense of pride and joy. Pride, because it is an honor and a privilege to be a part of this agency and to conduct a mission that is truly critical to national defense; and joy, to see people honored for their hard work and dedication to our country.

The 1998 winners daily reflect the “best” as they do their jobs:

- Mrs. Cathy Jerrard from Griffiss single handedly saved the local redevelopment authority \$6 million in grant money by reprioritizing construction activities to meet grant deadlines.
- The dollar savings keep adding up to the tune of about \$12 million at Reese AFB in Texas, where our BEC, Tim Breechen, continues to come up with newer and smarter ways of doing environmental cleanup.
- Mrs. Ellen-Jo Valade, at Richards Gebaur AFB, Mo., is our itinerant contracting officer serving other operating locations as well. Even DOD called her when they needed advice about the Technical Assistance for Public Participation program.



Mr. Albert F. Lowas, Jr.

- There is no one who pulls it all together for an organization better than an accomplished secretary. Mrs. Sandy Larimore, our former External Affairs Division secretary, is so good, she was recently whisked away for a job at the White House.

The second annual awards luncheon will always hold a special place in my heart for another reason. It was there that the announcement was made that I had been selected to serve as director of this agency.

The announcement was truly a surprise. It was Mr. Coleman’s desire to have the decision announced before he left office two days later. With over 125 agency members present and my wife Rosemary sharing the announcement via cell-phone, it will forever remain one of my most memorable moments.

Being selected as the director of this fine organization and a member of the Senior Executive Service is without a doubt the highlight of my professional life. I thank you for the outstanding support you have provided me in the past and look forward to working with each and every one of you as we face the challenges that lie ahead.



Griffiss environmental engineer lands Olsen Award

by M.J. Jadick
Office of External Affairs

When a base closes, a special type of “marriage” between two professionals takes place — both filled with hectic and assorted schedules, desires and interests. Like any married couple, they need to remain focused on their goals in order to have the life-long union they so fervently desire. However, like any married couple will tell you, this is no easy task. The marriage is between the Air Force Base Conversion Agency’s environmental program and the community’s redevelopment plan.

For her role in making this a progressive union, one environmental engineer from the AFBCA Operating Location at Griffiss Air Force Base, N.Y., was awarded top honors at the agency’s annual awards ceremony held Apr. 29 at the Bolger Center in Potomac, Md.

Mrs. Cathy Jerrard was presented the prestigious Alan K. Olsen Award for her outstanding performance and innovative thinking in the base closure arena. AFBCA created the award in 1997, to recognize an employee who has significantly contributed to base closure community revitalization.

The award was created in honor of Mr. Alan K. Olsen, the director of AFBCA from 1993 until his death in 1996. Known as a visionary throughout the Department of Defense and the country, Mr. Olsen was a pioneer in commercial reutilization of closed bases.

According to her Division A program manager, Mr. John J. Corradetti, Jr.,

Mrs. Jerrard’s close and trusted relationship with the Griffiss Local Development Corporation and the environmental regulators resulted in action that has benefited everyone.

“When it came to her attention that an Economic Development Administration grant of \$3.5 million, to be utilized to build a road, was due to expire before the environmental work could be completed, Cathy aggressively reevaluated and reworked the cleanup schedule,” said Mr. Corradetti. “Working hand in hand with regulators and developers, she was able to meet established clean up standards, satisfying the regulators’ requirements and thereby allowing construction to take place as planned by the community.”

On more than one occasion, Mrs. Jerrard has stepped in and rearranged environmental work schedules to support reuse initiatives. The GLDC was constructing a storm sewer line in an area requiring remediation. She reprioritized remediation construction actions and coordinated with all the contractors so that the installation proceeded on time. According to Mr. Corradetti, this time she single-handedly saved \$6 million of EDA grant dollars. “Her quick actions, ability to bring people together to reach a common goal, and knowledge of environmental and regulatory matters made it happen.”

Mrs. Jerrard is known as a problem solver. “The GLDC trusts Cathy implicitly and has called on her to explain the AFBCA environmental cleanup process to EDA administrators.

This alleviated concerns EDA had about the ability of the GLDC to have their construction projects completed on schedule,” said Mr. Corradetti. “This information convinced the EDA to release the grant money, and subsequently approve a follow-up grant to the GLDC.”

So impressed by Mrs. Jerrard, the GLDC sent a letter of endorsement for her nomination package. Mr. Steven J. DiMeo, executive vice president for GLDC, wrote glowing remarks. “She has consistently provided us with up-to-date, accurate information that we have used in both design and construction projects. Whenever we ran into an environmental problem or a construction coordination problem, Cathy was able to resolve the situation which kept us on our tight schedule....Cathy has been a gem and is a great asset to AFBCA and GLDC.”

In accepting her award, Mrs. Jerrard contributed her success to the support she received from the men and women of the AFBCA Operating location at Griffiss, as well as the Division A support staff in Rosslyn, Va. “I’m very honored to be the second recipient of the Alan K. Olsen Award, and to follow Dave Belyea (The site manager for the AFBCA Loring OL), last year’s winner. All of us at Griffiss are proud that we are carrying out Mr. Olsen’s vision as we accomplish the conversion of Griffiss. His influence is still strong.”

Mrs. Jerrard stated that being a member of the AFBCA Team has been the highlight of her 17 year engineering career, which includes serving as a project engineer for the Scott Paper Company and as a manufacturing engineer for Lucas Aerospace. “Few positions offer the chance to achieve striking results in such a short period of time,” she said. “Some of the AFBCA accomplishments can be seen by driving through the base and viewing new roads, a high level of tenant activity, building modifications, new grass following environmental restoration and land farmed soil on the aircraft apron.”

Mrs. Jerrard lives in Utica, New York with her husband, Dana, and their three children Eric, 10; Molly, 8; and Kevin, 6. She’s been with AFBCA since April 1994.



Mr. Lowas, Mr Coleman, and Mr. Dishner join Mrs. Marilyn Olsen as she presents a plaque to Mrs. Cathy Jerrard (center), for winning the Alan K. Olsen Award.

Tim Brecheen, Ellen-Jo Valade & Sandy Larimore take top honors at AFBCA's second annual awards

by M.J. Jadick
Office of External Affairs

What do an engineer in Texas, a contracting officer in Missouri and a secretary in Virginia have in common? They took top honors in the 1998 Air Force Base Conversion Agency Annual Awards. Chosen from a total of __outstanding candidates, the following three individuals were recognized as the "best of the best."

"His ideas have already produced a cost savings of over \$12 million and next year looks even bigger"

*Mr. Charles Ray Hatch
Program Manager
Division C*

Thus describes just one reason why Mr. Timothy Brecheen was selected as the winner in AFBCA's GS-13/14 category.

As the BRAC environmental coordinator at the Reese AFB Operating Location, Mr. Brecheen aggressively attacks long-term costs. He has spearheaded numerous innovative ideas that are paying off for the Air Force such as constructing a waterline off-base to provide safe drinking water for residents instead of sampling their wells for the next 40 years.

He is currently negotiating an innovative landfill cover design which could result in a \$2 million savings. Additionally, his proven track record in using decision matrixes and scenario-based management has dramatically reduced the time required to make decisions. On one critical project, he reduced investigation time by over nine months.

According to program manager, Mr. Ray Hatch, Mr. Brecheen exemplifies the can-do attitude that makes the base closure process work. His dedication to the partnering process with the BRAC Cleanup Team recently saved the Air Force \$527,000, when the members were able to safely reduce the sample analyte list and the number of sampling locations.

Mr. Brecheen's talents are not strictly limited to the environmental world, though. While serving as the acting site manager, he worked closely with the local redevelopment authority, serving as the catalyst that will result in Texas Tech University leasing an estimated 40 percent of the base facilities. He orchestrated the details of the first two leased properties at Reese, while executing a \$15 million remediation program – the largest to date at Reese.

Mr. Brecheen has a keen understanding of the budgetary process and works diligently to keep all remediation activities on track and ahead of schedule. He aggressively works program execution and funds obligation.

This Baton Rouge native came to AFBCA, with his wife Jennifer, and their three children, Olivia, Bethany, and Lydia, about 18 months ago, from Seymour Johnson AFB, N.C. There he served as the environmental compliance and pollution



Mr. Tim Brecheen, the BRAC environmental coordinator at Reese AFB, Texas, was selected as the agency's annual award winner in the GS-13/14 category.

prevention director. He has a bachelor's degree in civil engineering from Texas A&M, and a master's degree in engineering and environmental management from the Air Force Institute of Technology. He's been employed with the Air Force for more than eight years.

Mr. Brecheen is no stranger to the spotlight. Past awards include: Seymour Johnson AFB Civilian of the Year for 1994; Air Combat Command Environmental Pollution Prevention Manager of the Year for 1992-1993; The Air Force Installation Recycling Award for 1994 and the Department of Defense Installation Recycling Award for 1994.

"The BRAC concept of team management works, plain and simple," said Mr. Brecheen. "Reese's BRAC Cleanup team is second to none and deserves the credit for the massive amount of achievements completed and the ongoing remediation efforts. This award validates that it's OK to think outside the box."

OL contracting officer & AFBCA/EX's secretary honored

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"She developed and presented a plan that is satisfactory to all parties which will result in the elimination of 28 years of bond payments, valued in excess of \$100,000."

*Mr. John Carr
Program Manager
Division B*

For her expertise in the contracting field and her outstanding ability to simplify complex issues to a diverse audience, Mrs. Ellen Jo Valade was chosen as the winner in the AFBCA's GS-9/12 Category. The \$100,000 savings noted above, came as the result of close negotiations with the Air Force, the City of Marquette, Mich., and the local landfill authority to arrange the termination of a very complex Air Force landfill contract.

Mrs. Valade is recognized as one of the most knowledgeable contracting officers in the business. She was sought after, first by AFBCA leadership, then by the

Office of the Secretary of Defense for Environmental Security, to assist with developing the Technical Assistance for Public Participation (TAPP) program. She eventually developed a standardized model statement of work to assist in the implementation of the TAPP program.

"This really does expedite the process," said Mr. John Carr, program manager for Division B. "It greatly assists the restoration advisory board members and the BRAC environmental coordinators, who would otherwise have the laborious requirement of developing a statement of work."

Recognizing that as a contracting officer in AFBCA, she is working outside the mainstream, Mrs. Valade takes every opportunity to ensure that not only she, but all the AFBCA contract specialists are kept up to date on procurement changes.

For example, after identifying a deficiency in the formal training quota system, she worked with Office of the

Secretary of the Air Force for Acquisitions to provide an avenue for AFBCA contract specialists to obtain required certification training.

In addition to the full time support she currently provides to the AFBCA OL's at Richard Gebaur AFB, Mo., and K.I. Sawyer AFB, Mich., she was tasked to provide full time contracting support to the agency's operation at O'Hare International Airport in Chicago. And if that isn't enough, she's occasionally called in for complex and special contract requirements at the AFBCA OL at Wurtsmith AFB, Mich.

"Ellen's sound business sense and commitment have resulted in her being sought out by the agency to review current practices and to explore better and more cost efficient methods of accomplishing requirements," said Mr. Carr. "She is a team player. No matter what the issue, she always accepts the challenge to help, even if it is outside her area of responsibility."



Mrs. Ellen-Jo Valade, the contracting officer at Richards Gebaur AFB, Mo., receives her plaque from the Honorable Rodney A. Coleman, as winner of the agency's annual award in the GS-9/12 category. Joining them is Mr. Albert F. Lowas, Jr. (far left), and Mr. Jimmy Dishner.



Mr. Lowas and Mr. Dishner join Mr. Coleman as he presents a plaque to Mrs. Sandy Larimore, the former secretary for AFBCA Office of External Affairs, for winning the agency's annual award in the GS-5/8 category.

This Bridgeport, Conn. native's background includes accounting, personnel and contracting. She began her career in the Air Force, serving six years and reaching the rank of technical sergeant. During this time she completed her bachelor's degree in general business and communications from Chaminade University, in Honolulu. Other educational accomplishments include a master's degree in personnel management from Troy State University, Contract and U.S. Army Logistics Management College.

After leaving the Air Force in 1976, her next step included various positions in the private sector. In August of 1985, she joined civil service in the contracting career field through a program known as Copper Cap at Mountain Home AFB, Mont.

Like Mr. Brecheen, Mrs. Valade came to AFBCA from Seymour Johnson AFB, where she served in contracting as the chief of construction and the chief of services. She made the move to AFBCA with her husband John in November 1993. They have one son, Michael-Paul.

Previous awards include being selected as Air Combat Command's Outstanding Civilian in Contracting (Operation Category for fiscal year 1992), and for Seymour Johnson AFB's FY 92 Annual Small Business Program Support Award.

"I am so honored to be recognized for the work I really love to do," said Mrs. Valade. "I would not have had the opportunity to tackle such diverse and interesting issues had it not been for the support and confidence in my abilities shown by my supervisor as well as various program managers and headquarters personnel. I look forward to a challenging future with AFBCA."

"Her willingness to do more than expected or required has ensured that not only our division, but the entire agency presents a quality product."

*Ms. Joyce Frank
Acting Deputy Director
AFBCA*

Mrs. Sandy Larimore, the secretary for AFBCA's Office of External Affairs, is considered the agency expert on correspondence preparation. For her attention to detail, her cooperative attitude and willingness to assist, Mrs. Larimore was chosen as the winner for the agency's GS-5/8 category.

Mrs. Larimore is responsible for high-visibility tasks. The congressional and media interest reports that she prepares are forwarded to the highest levels of the Air Force Secretariat and Air Staff. "She often works from very sketchy drafts,"

said Ms. Joyce Frank, the agency's acting deputy director. "Yet she produces a perfect product every time."

Mrs. Larimore is considered a steadying force in a highly stressful work environment. AFBCA staff members consistently turn to her for assistance. When a short notice task was received, requiring the preparation of a background book for the White House, she assisted in the coordination of the needed maps and papers, made changes where necessary and ensured that a picture-perfect product was prepared. "If she has reviewed it, we can be assured that it is correct," said Ms. Frank.

The Kentucky native is also responsible for tracking all congressional correspondence sent to the agency and ensuring that congressionals are processed in a timely manner. "Sandy's attention to detail has earned the agency the highest regard with the Secretary of the Air Force Office of Legislative Liaison."

Always going above and beyond the call of duty, Mrs. Larimore volunteers to work on briefings for the director and to fill in for the director's and deputy director's secretaries. She performs these duties willingly and ensures these highly visible positions are never left unattended, thereby ensuring that high-level visitors and incoming phone calls always get the proper attention.

The majority of Mrs. Larimore's secretarial background has been in various school systems, to include Hainersburg Elementary School located in Wiesbaden, Germany. She came to AFBCA from Germany where her husband, Steve, was serving with the Army. They have two children, Matthew and Beth.

Shortly after receiving the award Mrs. Larimore was selected for promotion to a GS-7, with Headquarters, United States Air Force Operations and Intelligence, and has since left the agency. Subsequent to that, she was selected for a GS-7/8 as a public affairs assistant with the White House Office of National Drug Control Policy, where she will start her new assignment later this summer.

"I was so appreciative just to have been nominated for this award, especially after I found out who the other nominees were," she said. "I truly felt honored to have been considered in such high regard with these other professionals."

Former deputy director promoted to agency top spot

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promotion to the prestigious senior executive service, comes after serving 17 months as the acting director, and as the deputy director since 1993.

"I must admit that when I was stationed at Loring, I never thought that this is where I would be a quarter of a century later," he said.

Mr. Lowas was sworn in to the senior executive service on June 4, 1998, by Mr. Jimmy Dishner, the Deputy Assistant Secretary of the Air Force for Installations at a ceremony held in the Secretary of the Air Force's Conference Room. Dr. Phillip Upschulte, Acting Assistant Secretary of the Air Force (Manpower, Reserve Affairs, Installations and Environment), along with a distinguished group of Air Force senior leaders and colleagues, attended the ceremony and offered congratulations to Mr. Lowas.

His wife Rosemary and their three children, Albert III, Stefanie and Michael, joined Mr. Lowas as he reflected on his career to date and expressed his gratitude to many for the positive influence they had on his career. He also paused to thank his predecessor, Mr. Alan Olsen, for providing him the opportunity to be his deputy and all the members of AFBCA for their support.

A registered professional engineer, Mr. Lowas' career includes numerous positions in the Air Force as well as with other services and overseas. He returned to his home state of New Jersey upon leaving active duty and Loring AFB in 1976, and became the electrical engineer at Naval Weapons Station - Earle and later at McGuire AFB.

In 1979, Mr. Lowas moved further south to the Air National Guard Support Center at Andrews AFB, Md., to become the electrical engineer for all ANG facilities nationwide.



Deputy Assistant Secretary of the Air Force for Installations, Mr. Jimmy Dishner (right), provides the senior executive service certificate to Mr. Albert F. Lowas, Jr.



The newly appointed director of AFBCA Albert F. Lowas, Jr., is joined by his wife Rosemary and their three children, Albert III, Stefanie and Michael following the oath of office.

Two years later, Mr. Lowas joined the staff of Headquarters, United States Air Force, as a military construction program manager, overseeing the execution of major facilities projects in support of programs such as the air launched cruise missile, the B-1 bomber and the Consolidated Satellite and Space Operations Center. Mr. Lowas attended the Industrial College of the Armed Forces, Fort McNair, Washington, DC., graduating in 1984.

Shortly thereafter, Mr. Lowas was selected as the deputy director for planning and programming, deputy chief of staff for engineering and services, Headquarters, United States Air Forces in Europe, Ramstein Air Base, Germany. He was responsible for air base master planning, facility maintenance, repair and construction programs, real estate programs, and environmental programs for Air Force installations throughout Europe.

Returning to the United States in 1991, Mr. Lowas became the overseas environmental program manager for Headquarters, United States Air Force and was later selected as the assistant for closures and inactivations, Office of the Deputy Assistant Secretary of the Air Force (Environment, Safety and Occupational Health).

Throughout his civilian career, Mr. Lowas served in the Air Force Reserve in a variety of base level, major command and Air Staff positions. He retired in July 1996 as a lieutenant colonel.

In addition to his twin Air Force careers, Mr. Lowas has spent a multitude of volunteer hours in service to his community and church. Currently, he is a volunteer with the Make-A-Wish Foundation.

Mr. Lowas is a life member of the Reserve Officer Association, member of the Air Force Association, Society of American Military Engineers and Institute of Electrical and Electronic Engineers. He is also the agency representative for the Air Force to the Federal Executive Institute Alumni Association.

Mr. Alan K. Olsen posthumously receives prestigious award

by M.J. Jadick
Office of External Affairs

Mr. Alan K. Olsen, the former director of the Air Force Base Conversion Agency, was posthumously awarded the rank of Meritorious Executive at a ceremony held at the Pentagon, May 8, 1998.

The rank is one of the Senior Executive Service's highest distinctions, representing the top five percent of the most effective senior executives in the federal government.

Recognized for his successful implementation of the President's Five Part Plan for the economic revitalization of base closure communities, the award was presented to his wife, Mrs. Marilyn Olsen and son, David.

As director of the agency from 1993 until his death in 1996, Mr. Olsen's dynamic leadership and innovative approach to good government resulted in the transferring of 46,000 acres of former air bases to local communities and the creation of more than 14,300 jobs.

"As a result of his vision and execution of this vital program, Mr. Olsen and the Air Force are recognized as the leaders in converting closed military installations into economic powerhouses for the local community," according to Mr. Jimmy Dishner, Deputy Assistant Secretary of the Air Force for Installations. "As a matter of fact, throughout the Department of Defense, over 80 percent of the leases and about half of the jobs created at all closed bases are at Air Force bases."

To handle the unprecedented task of executing the environmental cleanup, operations and maintenance and disposal of over 86,000 acres of Air Force BRAC property, the Secretary of the Air Force created AFBCA. In just three short years, Mr. Olsen used his proven leadership and a multitude of management tools to achieve successful reuse, far exceeding all expectations.

Early in the process he recognized the need to fully integrate the community's support for the base conversion program. His relationships with mayors, county executives, state officials, and members of Congress served as a foundation for the success of the agency's efforts.

At one base, his direct contact with a community leaders resulted in a series of meetings that united a much divided community. The result: in less than three years after the base closed, the Air Force is saving \$2.3 million in annual caretaker costs. The base won national recognition as one of the most successful reuse programs in the country.

At all the bases, he provided the leadership to move the environmental program forward to a true fast track cleanup program, one of the pillars of the President's Five-Part Program for closure base revitalization.

For example, in Texas, the City of Austin broke ground to construct a new airport at the former Bergstrom AFB, just 14 months after closure. Mr. Olsen spearheaded the accelerated funding and contracting effort to expedite a \$55 million environmental cleanup to meet the city's aggressive \$600

million construction schedule while still focusing on cost control. One environmental cleanup project used soil excavated from the airport which saved the city \$1 million and the Air Force \$530,000 in transportation costs — a true win-win situation.

At Newark AFB, Ohio, he led the execution of the base title transfer to the community of DoD's first privatized base, currently being used for depot maintenance and repair of critical guidance and navigation systems. This seamless transition provided continuous support to this critical mission while privatizing over 1,000 government jobs.

Confronted with converting bases heated by a multi-million dollar central heat plant, Mr. Olsen pioneered creative solutions by partnering with the communities to develop situation unique, responsive and responsible solutions.

One rural base replaced the central heat plant with individual building heating systems using a portion of the saving from closing the plant to finance the work. The government saved \$6 million and the buildings became more readily available for community reuse.

At an urban base, he directed the packaging of the heat plant with other valuable properties to be transferred to the community for redevelopment. This gives the community control of the redevelopment and reinvestment in the base. The Air Force is then compensated from the profits of the community's success.

When local communities pondered how they would learn about maintaining the thousands of acres and hundreds of buildings of the former bases, Mr. Olsen directed his team through the legal and contracting wickets of public law and Federal regulations to deliver a simple cooperative agreement between the community and the Air Force.

Now communities learn about maintaining and operating the base while they retain the jobs to do the work. The Air Force has the valuable resources protected while saving staff positions. Another true win-win for both the local and the Federal governments. These agreements are now being used at closure installations across DoD.

He was one of a select few senior government officials asked to testify before a Senate task force on how to improve the base conversion process. His testimony had a direct impact on the resulting legislation and changes to the law. These changes improved the process and greatly enabled the government to better assist communities and to dispose of federal property faster, thus saving taxpayers' dollars.

Mr. Olsen came to AFBCA after serving 12 years in the Air Force logistics community. There, he served as the Air Force's senior civilian representative for all issues dealing with Air Force missile, aircraft, weaponry and other equipment maintenance and support.

"Mr. Olsen was such a non-pretentious individual," said Mr. Lowas. "Yet his leadership and guidance resulted in improving the lives of thousands of people across the country. All of us at AFBCA will always be proud to have been a part of his team."